

THE ADMINISTRATOR

Revised Edition 1957

The dates of the case and the general World War II setting gives an impression of age and dating. In the Third Edition, 1957, the dates have been eliminated or updated and would seem to create a more favorable first impression.

Alcott Company

Pitched at a very low level of personnel problem involving Jim Patton, Department Foreman; John Roberts, Shift Foreman, George Jackson, Shift Worker, and a personality clash between an older skilled worker and Roberts. The general idea being to identify the problem and to give the time dimension in it the various actions, if there should be actions, take place. A good middle management case since several levels of supervision are involved but the setting would require a lot of adjustment, too, on the part of our top executives.

Allied Food Company

A sales executive meeting involving the major reorganization of the Eastern sales region and personnel reassignments involved in regional and district offices. This one may have some applicability.

Applicant's Check. Case of

Rash action on the part of the bank which had to be judged by FCC at a later date in connection with license to operate a radio broadcasting system. Gets at the business of testing the validity of assumptions before taking action. Not advised.

Beacon Publishing Company

Industrial relations problem involving several layers of management but which could perhaps be to closely duplicated in our own printing services division to create too much interest on the part of the top brass.

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Belmont-White Company

Involves forecast of sales and inventory requirements to improve factory schedules, financial planning and the like. Through the medium of an ad hoc group reporting to the president through an operating committee. Again the emphasis is on the time frame. What would you say or do during the next minute, next 24 hours, the next week or two. This one has possibilities.

Bomber Raid Over the Ruhr

Involves a new gunner, green to combat, who approached the bombing of Germany as a personal thing taking along private bricks to throw at the Nazis to the disruption of the crew. Not advised.

Brookmay Machinery Company

Involves a personnel counseling program at a machinery company. Form is that of an interview between the counselor and employee wherein the employee violently states his grievances and what is wrong with the company. Seems to be low level for our group.

Calhoun Company

Involves the decision of establishing a central stenographic pool. Probably too low level a problem for our group.

Cannon Laboratories

Involves the director of research and personnel. Clash between two scientists. Probably an excellent case for Supervision in Research and Analysis. Might very well do.

Coldbrook Box Company

Involves a detailed study of one manufacturing plant where turnover and absenteeism were at a high level and a comprehensive study involving relationships between plant and home office, management personnel, factory personnel, placement, transfer, and incentives is undertaken. The situation is one resulting from rapid expansion and over-promotion. The context is so completely industrial that a considerable adjustment would

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would be required to transfer the situation to the Agency and maybe our group would refuse. If this mental adjustment could be made, the case has possibilities.

Corelli Case

A good one involving the overconscientious foreman where conscientious scruples begin to interfere with his value as a leader. An excellent case now used by Management Training but again one requiring quite a bit imaginative approach by the class. Recommended.
Used in current classes

Cranston Company

A high level case with some unfortunate old dates in it, involving in the final analysis a personnel problem employee who possessed considerable leadership ability unfortunately channeled against the corporation. Has possibilities.

Dashman Company

A sort of a classic now used in Management Training involving staff and line relationships and the basic assumption of high-ranking staff officials that the line is just waiting with open arms for suggestions from the staff as to what they should do. Recommended.
Used in current classes

Delman Forge Company

Narrates the story of how an assistant to the president gradually gets to be left out of the industrial relations picture by resistance to his suggestions on the part of the foreman of the Maintenance Department, a key factory line official. Probably too industrial although it does dramatize the difficult position of the "assistant to."

Doctor's Case, A

Involves scruples of a medical student who discovers evidence of cheating on the part of the fellow students, serious enough to raise question as to the suitability to be doctors, and his efforts to get faculty action. Not recommended.

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John Edwards

Involves the appointment of a division chief in the Purchasing Department which is protested by three other men in the division and a review of the appointment action including the records of the three protestors. Could be stretched to get at the specialist versus generalist conflict. The organizational level is not the top level but the case does have possibilities.

Field Publishing Company

Involves the lack of receptivity of the employees of an old and well-established printing plant to time and cost studies to increase productivity. Not recommended.

Geralton Company

Involves a handicapped person and the involvement of the company in his emergencies. Not advised.

Gibbons Finance Company

Changes to a long established policy of personalized and lenient handling of accounts. Leads to basic disagreement between two key employees and the general manager. Not recommended.

Gordon Company

A rather comprehensive look at the operations of a small manufacturing concern involving technical skills and social groups, supervisory organization, the introduction of a new foundry manager, problems among the skilled workers. It appears to have little application.

Grayson Company

Deals with the problems of telephone company which is organized into five departments with friction developing between the department heads over each others duties and the way in which these duties were being carried out. The level of management involved is a bit higher and probably the case could be used.

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Hampton Shipyard

Describes the trials and tribulations of the general superintendent of a large shipyard who used the device of a roving committee of supervisors and foreman to check up on the way things were going in his large and scattered domain. Emphasizes discipline. The union labels these tactics as similar to the Gestapo and develops a much more efficient organization to counteract it. Not recommended.

Hinton's Tool & Dye Company

A small family-type manufacturing business runs into difficulties with its telephone operators who proceed to really mess things up by messing up the switchboard at each other, leaving the management to make the ill-advised remark that the executives of this company decide who is going to have what job, not the employees. This case might be an interlude, and might even disabuse some of our own top officials who retain this quaint idea.

Industrial Chemicals, Inc.

Good
A very comprehensive case set at an organization level which would probably be of interest. Introduction gives the setting including the competitive situation, the organization of research and development including policies that had been developed on committees. right of appeals information channels, and cooperation and the general picture of atmosphere and employee morale. Then follows a series of seven special cases each dealing with a problem in human relations and managerial assumptions. This a very comprehensive view of administrative problems and might well serve the purpose of wrap up. If our people could be persuaded to become interested in it since the setting is a bit remote.

Lamson Company

Involves a small independent oil company and the supervision of technical crewman. Other reports by student A and student B on the organizational and other changes which they would introduce. Not recommended.

Lancaster Machine Works

Good
Deals with the problem of integrating overseas and domestic operations with the problem of merger as the occasion for change. Emphasizes personnel implications. Could be used.

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Liddick Company

The method of treatment here is rather unusual coming in the form of a letter to the Harvard Business School Dean, a rather comprehensive letter from a former student which gives in great detail the reasons why he had resigned from the Liddick Company after a short term of office. The report is quite typical of the younger man's view of the organization from where he stands and might be useful.

Lincoln Electric Company

The story of a Cleveland engineer with a mania for incentive pay and employee participation in management and earnings of the corporation except for a slightly sour note sounded by the Internal Revenue Service and the Department of the Navy. This case which is in two parts is an interesting study in participative management and might induce speculation on philosophy and attitude. Its limitation is in ~~not~~ heavy profit orientation.

Livingston Company

The problem of a small textile manufacturer when racial and national tensions arise in its force of multi-national female operators because of war. Not recommended.

Joseph Longman

Describes the problem of employee utilization in a production unit of an aircraft factory. Not recommended due to limited scope.

Marshall Company

Similar to Industrial Chemicals in that it is very comprehensive, beginning with introductory statement of the situation and then a series of three cases dealing mostly with industrial relations problems. Manages to bring in all the various aspects of organization growth and complexities although framed completely in the industrial context of a large and real paper mill.

Martin Company

Describes the efforts of the general manager of a large textile manufacturing firm to cope with the demoralization of the clerical force in a wartime situation. If the adjustment can be made to the context, considerable conclusions can be reached regarding human motivations, attitudes and responses in the working situation. Marginal.

Jim McFee

Deals with the experiences of a veteran who becomes a production worker in a Detroit automobile factory after having been an officer in the Navy. He is approached by the union to become a union official and in the process reacts to management policies. Would appear to stress industrial and job relation problems of management. Not recommended.

Herson Company

The organization level is gone here being set at the president of a large manufacturing concern level. But the problem deals with the attention of a new member to his staff to head a new personnel research department to deal largely with matters of technical concern such as wage and salary, organizational structure, and the like. Might be helpful to secure an evaluation of the administrative capacities of the various individuals involved but the area is a staff one which would perhaps not be of major interest. Marginal.

Missouri Corporation

Good organizational level involving the controversial appointment to the presidency of a large public utility holding and operating company disrupting the morale of the senior personnel. The strengths and weaknesses from a management standpoint of the various contenders are discussed. This might be a good one.

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National Elevator Company

A case in three parts dealing with a middle management problem and a highly skilled technician whose first-line supervisor would not entertain a request for transfer from one area to another because of personnel reasons. The case involves the regional managers, his special assistant, the president of the local union, and the job foreman. This one has possibilities.

Ontario Manufacturing Company

A labor relations case involving special leave privileges wherein it seems to the line supervisor that the situation involved not only the individual but the company's relations with the union. Excerpts from the labor contract are included. The foreman refers the case to higher authority, and this instance, the assistant general manager. The management dilemma is a basic one, namely, how much exception from the rules can be permitted in a highly structured work situation involving production. Marginal.

Pan American Steel Company

Describes what may be a fairly common situation in private industry where the son of the president of the company, in this case possessing considerable ability and intelligence has gone into the father's factory and been given the variety of assignments which he performs capably but has not been fitted into the organization, which is dominated by the old man. The son relates an instance of how his father operates. There are parallels in the government perhaps not on a blood relationship basis but it would appear doubtful that an agency group would make this parallel. Marginal.

Peale Manufacturing Company

A first-line supervisory problem involving censure by the general office manager of the supervisor of the order division who is allowing his employees to take advantage of the work-privileges. Not advised.

Porter Manufacturing Company

The expected increase in production in a new manufacturing plant, added to three already operated by the company does not take place and top management begins to question the ability of the plant superintendent to handle the job. He is replaced over the protests of

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the foreman group. The case involves the appraisal of why the results did not come up to expectations and the wisdom of the president in taking the step which he did take. Possible use.

Postal Retail Company

A two-part case involving the management of regional warehouses of a mail order company and the analysis of the situation presented by a young, newly employed junior management assistant in the Inspection Department. The results of assigning this individual to a line position to correct the deficiencies he had noted from part 2 of the case with stress placed on the interplay between the various personnel and middle management level. The case requires an explanation of the schedule system in the mail order business and appears to have limitations because of the amount of business detail entering into it. Not recommended.

Prometheus Mine

Stresses accident and safety program administration and the relationships between management and skilled technician in a hazardous work situation. Not recommended.

Providence City Bank

Relates the dissatisfaction of the vice-president with one of his division managers who has a long and satisfactory record of service. Describes the manner in which the vice-president moves in on the situation. Case has possibilities.

Ripton Company

Describes the situation whereby an auditor from the general office of a manufacturing concern reviewed the records and personnel of each district office of the distributing organization. These reports resulted in establishing the expenditure level, the separation of unsatisfactory personnel and the like. Place emphasis on the separation of one particular individual and the manner in which this reflects on the program, the local office manager, the auditor, and company policy in general. It is difficult to relate it to the more humane and rigid government situation. Not recommended.

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Rockville Quartermaster Depot

Describes the personnel and organizational problems in manning a depot where a new commanding officer believed that personnel were not effective and better organization was essential. A young management expert is brought in from another depot, who succeeded only in disrupting things and antagonizing the work force. The case is set at a low organization level and is too close to our own logistics depot situation. Not recommended.

James Short

A dialogue between a management consultant and a friend, executive vice-president of a corporation who is about to leave the corporation for a second time due to dissatisfaction with personnel policies and with the crotchety old president. Not appropriate.

Stubton Company

The situation in a shoe manufacturing company involving demands by the workers for change in the pay basis and in staffing arrangements were violently resisted by the first-line supervisors and straw bosses. Too low an organizational level and too much a production problem. Not recommended.

Stuyvesant Avenue Bank

The Director of the Bank through the president asks the vice-president in charge of the credit department to check up on a young man in whom the director's daughter has become interested. Not recommended.

Superior Slate Quarry

An industrial relations problem involving Yankee, Irish and Welsh work groups and the suspicions and distrust of each other which was interfering with production despite wage increases. Contains two appendices on the technology of slate. The case would probably be interesting from the standpoint of informal organization and the use by management of solutions such as wage increases which really had nothing to do with the problem. However, it would appear difficult to interest the class in it.

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Sussex Oil Company

A breakdown in morale occurs in the regional division of a company where top management believed in maximum delegation to the district managers and complied with the recommendations of the district managers except in one case where they forced him to move the district office from the central downtown location to a building at the storage terminal in order to reduce costs might have some application.

Universal American Corporation

Top management becomes interested in future developments in labor relations and asks the geographical divisions to submit a memorandum on grievances troubling employees in their divisions. The result, of course, is a series of lists ranging from long itemized lists to brief statements that there were no grievances. Despite the labor relations context this is a rather interesting approach if no more than to ponder on what top management is going to do with these lists. Recommended.

Vandercook Chain Stores, Inc.

An outsider brought in to the presidency to the company sets up a task force to study the operations of the real estate department headed by an old timer. Case also contains excerpts from student examination papers. There is no detail on the real estate department and examination of the case is limited to the approach taken by the new president. Recommended.

Varo Machine Company

Friction develops between the vice president, in charge of manufacturing and a newly appointed and ten years younger production superintendent despite the fact that the VP had recommended the younger man's appointment to the job. The president of the firm calls in a management consultant in answer to the vice-president's complaint and requests that the superintendent should be removed. Case limited to bare facts necessary for management consultant to make his report. Recommended.

Amando Vitale

Production supervisor refers to the production superintendent the case of one of his employees who is jumping out of channels in his attempt to get into production control with his main qualification that of his wife's insistence that he get as good a job as her brothers. Not recommended.

Whittier School Parent Teacher Association

Boy Scout Troop 3 gets into difficulty in an election for senior patrol leader, presenting difficulties to the scout master and one of parents. Not recommended.

Worthy Mutual Insurance Company

Employees grievance against supervisor is taken to the union steward and blows up into a full-dress review involving efficiency reports and several middle management levels. Not recommended.

Zebra National Bank

A top management situation involving the review of the performance of the various vice-presidents and organization of the bank. Recommended.